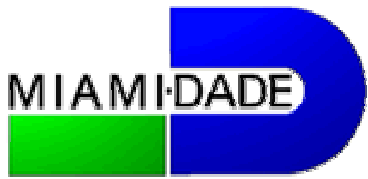


# **Miami-Dade County Strategic Planning Update**

## **People's Vision: County's Mission**

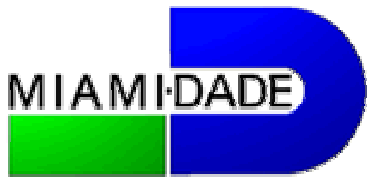
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**Board of County Commissioners  
May 21, 2002**



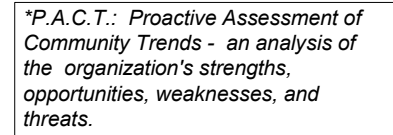
# Why Strategic Planning

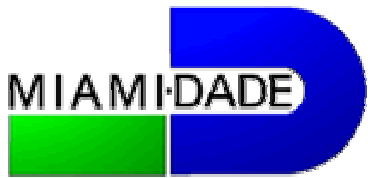
- Captures A Community's Collective Aspirations
- Identifies Organization's Role And Priorities
- Establishes Principle Values Guiding The Organization's Decision-making



# Why Strategic Planning Works

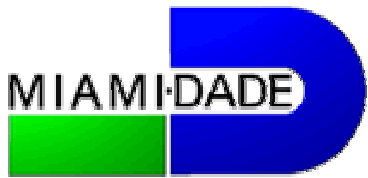
- Critical Component of Strategic *Management*
- Serves as a Blueprint for Action and Guiding Operational Decision-making
- Links Departmental Business Plans to Single Comprehensive Plan Containing Overall Goals
- Lays Groundwork for Report Card to Community





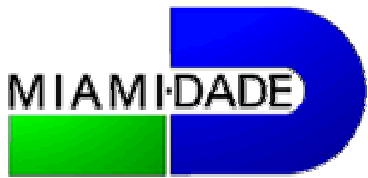
# Who Should Provide Input?

- Miami-Dade County Elected Officials
- Community Sources:
  - County and Community Planning Teams (Core and Strategic Areas)
  - Interviews, Constituent Focus Groups, Open Public Workshops, Web Survey
- Committee and Board Review and Endorsement of Statements and Strategic Themes
- Process for Involving Employees



# Communications and Public Involvement





# Core Planning Teams

## Community Team

**Marleine Bastien**, *Haitian Women of Miami*  
**Bishop Victor Curry**, *New Birth Ministries*  
**T. Willard Fair**, *Urban League*  
**Ray Goode**, *Ryder Corporation*  
**Marta Gutierrez**, *The Gutierrez Group*  
**Adolfo Henriques**, *Union Planters Bank*  
**Modesto Maidique**, *FIU*  
**Fred Messing**, *Baptist Health Systems*  
**Otis Pitts, Jr.**, *Peninsula Developers Inc.*  
**Harve Mogul**, *United Way of Miami-Dade*  
**Donna Shalala**, *University of Miami*  
**Reverend Walter Richardson**, *Sweet Home  
Missionary Baptist Church*  
**Rosa Sugrañes**, *Iberia Tiles Corporation*  
**Daniel Tantleff**, *League of Cities*  
**Arthur Teitelbaum**, *Anti-Defamation League*

## County Team

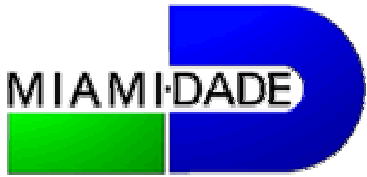
**George Burgess**, *Assistant County Manager*  
**Tony Crapp**, *Assistant County Manager*  
**Tom David**, *Assistant County Manager*  
**Pete Hernandez**, *Assistant County Manager*  
**Alina Hudak**, *Assistant County Manager*  
**Bill Johnson**, *Assistant County Manager*  
**Barbara Jordan**, *Assistant County Manager*  
**Alicia Schreiber**, *Assistant County Manager*  
**Sam Williams**, *Assistant County Manager*  
**Corinne Brody**, *OPI*  
**Juan Mendieta**, *Communications*  
**David Morris**, *OMB*  
**Diane O'Quinn**, *Planning and Zoning*  
**Randy Witt**, *Chief Information Officer*



# Summary of Initial Outreach

Open Public Workshops			
West Dade Regional Library Auditorium 9445 Coral Way, Monday, October 22, 2001		North Dade Regional Library Auditorium 2455 NW 183 <sup>rd</sup> Street; Tuesday, October 23, 2001	
Main Library Auditorium 101 West Flagler Street, Thursday, October 25, 2001		Miami Lakes/ Palm Springs North Library 6699 Windmill Gate Road, Thursday, November 1, 2001	
North Miami Public Library Auditorium 835 NE 132 <sup>nd</sup> Street, Thursday, November 8, 2001		South Dade Regional Library Auditorium 10750 SW 211 <sup>th</sup> Street, Thursday, November 15, 2001	
Elected Official Meetings Held to Date			
Commissioner Betty Ferguson (District 1)	Comm. Barbara Carey-Shuler (District 3)	Commissioner Gwen Margolis (District 4)	
Commissioner Bruno Barreiro (District 5)	Commissioner Rebecca Sosa (District 6)	Commissioner Jimmy Morales (District 7)	
Commissioner Katy Sorenson (District 8)	Commissioner Dennis Moss (District 9)	Commissioner Javier Souto (District 10)	
Commissioner Joe Martinez (District 11)	Commissioner Miriam Alonso (District 12)	Commissioner Natacha Seijas (District 13)	
Mayor Alex Penelas			
Focus Groups			
District 1 (Ferguson) Greater New Bethel Baptist Church Saturday, May 4, 2002	District 3 (Carey-Shuler) Caleb Center Thursday November 29, 2001	District 4 (Margolis)	
		North Bay Village Commission Chambers April 24, 2002	McDonald Center May 8, 2002
District 6 (Sosa) West Miami Community Center Tuesday, February 5, 2002	District 7 (Morales) Frankie Shannon Rolle Community Center Thursday, October 25, 2001	District 8 (Sorenson) South Dade Govt. Center Wednesday, Jan. 9, 2002	
District 9 (Moss) S. Dade Govt Center, Wednesday, Nov. 7, 2001	District 10 (Souto) W. Dade Regional Library, Tuesday, Feb 12, 2002	District 11 (Martinez) W. Kendall Regional Library, Wed. April 10, 2002	
District 13 (Seijas) Team Metro Miami Lakes Office, Thursday, December 6, 2001	General Employee Focus Group SPCC Thursday, October 25, 2001	Department Focus Groups ITD – 19 sessions; Corrections – 1 session; Transit – 5 sessions; GSA – 3 sessions; Library – 2 sessions	
Surveys*			
County Strategic Planning Teams Survey - 48 Submissions from Department Directors County Online Survey - 2205 Submissions (as of May 9, 2002) 1565 from County Internet Protocol (IP) Addresses, 640 from other sources including workshops, focus groups, and other IP addresses			
Speaker's Bureau			
More than 20 presentations given by staff to several business, civic, and community organizations			
Outreach to Elected Officials			
Outreach to League of Cities, Community Council Chairs, Surveys and Interviews of Municipal, School Board and Elected Officials			





# Coordinated Planning

- Outreach Coordinated With Countywide Initiatives and Departmental Planning Efforts. Examples Include:
  - One Community One Vision
  - Mayor's Economic Summit
  - Transportation Summits
  - MDTA Outreach for Dedicated Funding
  - Comprehensive Development Master Plan (CDMP)
  - Alliance for Human Services Plan
  - Plans at Library, CAA, OCED, Cultural Affairs, etc.
  - Community Council Priorities

# How Did Outreach Assist in Formulating the Statements?

**Gather and Evaluate Input from Outreach**

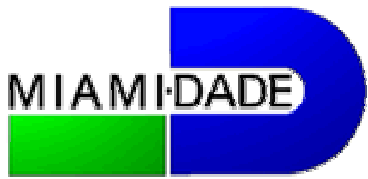
**Conduct Proactive Assessment of Community Trends**

**Create Building Blocks for Drafting Statements**

**Using Building Blocks, Draft Various Statements**

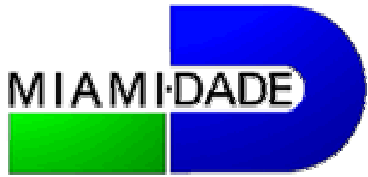
**Core Teams Develop Statements Further**

**Board Refines and Endorses Statements**



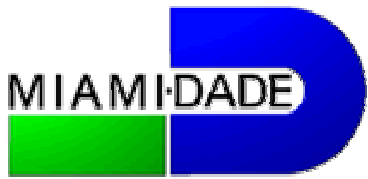
# Why Conduct Community Outreach?

- Involve Public in Shaping Government's Direction and Priority
- Validate Government Focus and Statements
- Obtain Community Buy-in Into Process and Develop Mechanism for Continuous Feedback



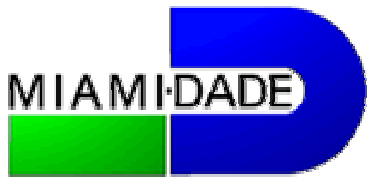
# Who is the Audience?

- Statements Unite With Common Purpose the:
  - Employees
  - Policy-makers
  - The Community – Residents, Businesses, Civic Organizations



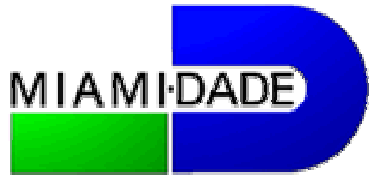
## What is a Vision Statement?

- Reflects an Organization's Best Possible Future
- Usually Forward-looking
- Sets a Target State for Organization to Achieve



## What Makes a Good Vision Statement?

- Brief and Memorable
- Inspiring and Challenging
- Appeals to Employees, Customers, and Stakeholders
- Descriptive of Future Service Levels
- Enduring



## Sample Vision Statements

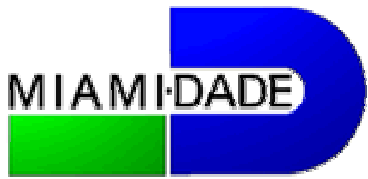
Dallas, the City that works: diverse, vibrant and progressive.

-- Dallas, Texas

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A County Government that has earned the respect and support of its residents.

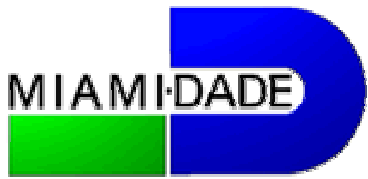
-- San Diego County, California



# What is a Mission Statement?

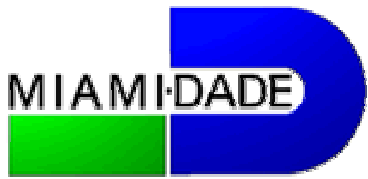
- Shows Why an Organization Exists
- Identifies Purpose of the Organization





# What Makes a Good Mission Statement?

- Identifies the Overall Purpose of the Organization
- Identifies Customers of an Organization
- Helps Identify Customer and Stakeholder Expectations, Requirements, Services, and Products Provided by the Organization
- Leads to the Development of Performance Measures that Reflect Stakeholder Requirements



# Sample Mission Statements

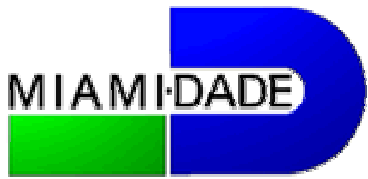
To serve the needs of the Dallas community by enhancing the vitality and quality of life for all.

-- Dallas, Texas

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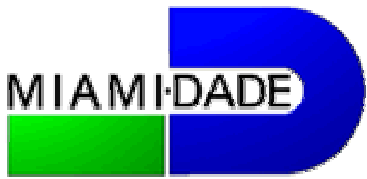
To provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region's Quality of Life.

-- San Diego County, California



# What are Good Guiding Principles?

- Guide Decision-Making at all Levels
- Express Common Values Embraced by the Organization
- Powerful Instruments for Changing Organizational Culture
- Express Basic Beliefs about Conditions Under Which People Work Best
- Steer Leaders to Establishing the Structures and Systems to Make the Vision a Reality



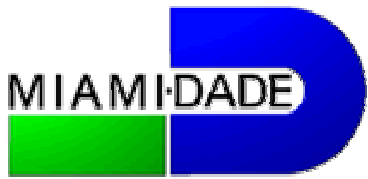
# Vision Statement For Miami-Dade County

## Consensus-driven Statement:

**“Miami-Dade County: Building a great community in which to Live, Work, Learn and Play”**

## Alternatives:

- “Miami-Dade County: Ensuring our Tropical Paradise is the Best Place in the World to Live, Work, Learn and Play”
- “Miami-Dade County: Providing Services to Fulfill the Promise of Paradise.”
- “Together, Building a Prosperous, Diverse Community we are Proud to Call Home”
- “Miami-Dade County: Creating a Great Place to Live, Work, and Visit”
- “Working Proactively with the Community to Ensure Enhanced Quality of Life and Excellence in Government”
- “A Progressive, Equitable, and Distinguished Miami-Dade County that Excels Through Partnership with our Neighbors”



# Mission Statement

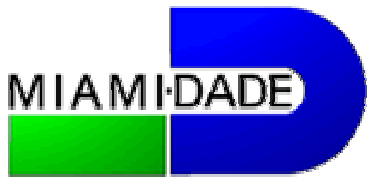
## For Miami-Dade County

### Consensus-driven Statement:

**“Delivering excellent public services that address our community’s needs and enhance our quality of life.”**

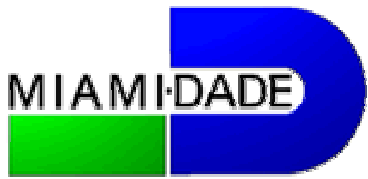
### Alternatives:

- “To work with and for our customers to provide the best possible government services in a responsive, efficient, and cost-effective manner, based on the expectations of our customers, residents, visitors, and business entities.”
- “To provide our community with excellent and accessible services which are responsive to customer needs in order to enhance the quality of life in Miami-Dade County.”
- “Through our shared commitment to those we serve, Miami-Dade County will provide responsive leadership, cost-effective quality services, in an equitable, performance-driven, multi-faceted, and accessible manner.”
- “To respond to our community’s needs and enhance its quality of life.”
- “Delivering public services, so that residents, visitors, and businesses prosper in our tropical paradise, now and in the future.”



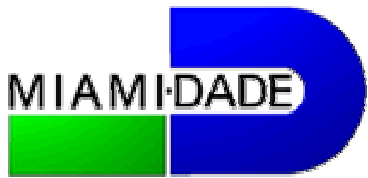
# Draft Guiding Principles For Miami-Dade County

- Honest, Ethical and Fair to All
- Customer-focused and customer-driven
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-Oriented



# Draft Strategic Themes For Miami-Dade County

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner.
- Improve the quality of life for all County residents.
- Protect the safety and quality of Miami-Dade County's neighborhoods.
- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management.
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.
- Develop and maintain an effective transportation system.
- Protect and preserve our unique environment.
- Promote cooperation and coordination among all government services.



# Strategic Area Outreach

- Being Used to Identify Goals and Build Master Plans for Six Strategic Areas:
  - o Economic Development
  - o Health & Human Services
  - o Neighborhood and Unincorporated Area Municipal Services
  - o Public Safety
  - o Recreation & Culture
  - o Transportation
- Concluded More Than 40 Focused Public Meetings Across County on Individual Strategic Areas
- Additional Constituent Focus Groups and One-on-one Interviews
- Board Committee Update Meetings for Strategic Areas
- Community-wide Event on June 19



# Timeline of Events

<b>Global Planning</b>	
Community Outreach	September 2001 – February 2002
Draft Vision, Mission, and Guiding Principles	February – May 2002
<b>Strategic Area Master Plan Development Phase</b>	
Mission Statement Development	February – March 2002
Community Outreach for Strategic Goals	February – April 2002
Preliminary Strategic Goal Formation	March – April 2002
Committee Status Reports	March – May 2002
Strategic Plan Community Event	June 19, 2002
Refine Goals/ Strategies/ Key Objectives	July – September 2002
Draft Strategic Area Master Plans	October – November 2002
Committee Review of Draft Strategic Master Plans (Goals, Strategies, Objectives)	November – December 2002
<b>Strategic Plan Development and Review</b>	
Countywide Strategic Plan	December 2002 – March 2003